

DEFENSE LOGISTICS AGENCY

MAY – JUNE 2011

# LOGGLINES



## UNIQUE MISSIONS

OF THE DEFENSE LOGISTICS AGENCY



# from the **DIRECTOR**

## Navy Vice Adm. Alan S. Thompson, SC, USN Director, Defense Logistics Agency

**A**t the Defense Logistics Agency, we are centrally focused on providing world-class warfighter support. As America's combat logistics support agency, we understand what it takes to keep the nation's armed forces ready during times of peace and during contingency operations.

Coming into our sixth decade of service to the nation's warfighters, we're taking stock of our efforts to ensure we can continue to provide the full spectrum of logistics support to the armed forces in an era of increasingly constrained resources and changing mission requirements.

This year we have seen unprecedented pressure on Defense Department budgets and a steady increase in demand for our support. We continue to support the responsible drawdown in Iraq and sustain the larger force in Afghanistan, while also adjusting course to support coalition operations in Libya and humanitarian aid to our allies in Japan.

DLA is agile, flexible and ready to shoulder these challenges to ensure warfighters stay mission-ready at stations around the world. And while our partners in the military services and our industry stakeholders are familiar with the highly visible parts of DLA's global mission, within this great agency exist unique and varied activities that don't always receive the spotlight.

Operations like that of DLA's parachute riggers, located at DLA Distribution Susquehanna, Pa., who are meeting increased demand for critical

cargo parachutes used to airdrop needed supplies to warfighters in Afghanistan. Or the work of DLA Intelligence team members, who provide relevant, logistics-leaning intelligence so agency leaders can make informed, strategic decisions. And the contributions of DLA Energy defense fuel support point team members, who ensure warfighters have fuel when and where they need it.

There is important, real-time work taking place throughout DLA, both in the spotlight and behind the scenes, that spans the full-spectrum of logistics support. Our team members have a heightened awareness to protect, conserve and responsibly consume resources and fine-tune agency processes to ensure logistics excellence.

We give best-in-class, end-to-end logistics service because we know that our performance is linked to our warfighting partners' mission success. 🌟

## **LOGLINES**

Official Flagship Publication of the Defense Logistics Agency

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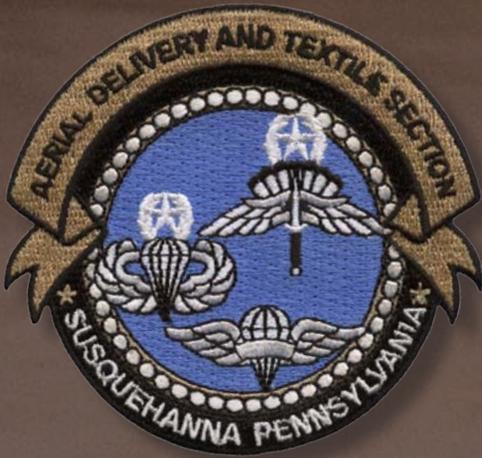
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# Rigger-ous Support

Story by Beth Reece

**F**or every cargo parachute his team supplies to troops in Afghanistan, Army Sgt. 1st Class Benjamin Barnes figures several lives are potentially saved.

“Afghanistan is so remote and rugged that it doesn’t make sense to hazard Soldiers’ lives by putting them on convoys to deliver toilet paper or fuel; they’re likely to get shot at. It’s much easier to just airdrop the supplies in,” said Barnes, noncommissioned officer in charge of the Aerial Delivery and Textile Section at Defense Logistics Agency Distribution Susquehanna, Pa.

The unit is the only one of its kind in DLA and is responsible for receiving, maintaining and shipping cargo parachutes for use by all U.S. service members during contingency operations.

“With two wars going on, we’ve been supplying warfighters with packed parachutes for 10 years now,” he said.

The parachutes are in high demand in Afghanistan and are used to airdrop everything from ammunition to repair parts at secluded outposts where nearby roads either don’t exist or pose such dangers as roadside bombs. Recent troop increases in Afghanistan now require the team to supply more than 2,500 cargo parachutes each month.

Until last year, the riggers had to inspect and pack most of the cargo parachutes they shipped to customers in Iraq and Afghanistan. Today, nearly all of the parachutes used for resupply missions in Afghanistan are newer versions designed for one-time use and are already packed by the manufacturer, so customers can immediately attach them to loaded containers and drop them from aircraft.

The new parachute has removed some of the burden of packing thousands of parachutes each month, but the group also carries the responsibility for repairing cargo and personnel parachutes for the entire Defense Department. The Navy and Air Force especially rely on DLA’s help, Barnes said, because their rigger units don’t have standard maintenance sections like most of those in the Army.

Damaged equipment that comes into the warehouse is first spread out on a light table, where riggers can clearly inspect every inch and seam.

“It takes at least an hour to inspect a personnel parachute and you need to have two people to do it. Multi-use cargo parachutes take three people three hours to inspect,” Barnes said. “There’s a lot to look at, and one flaw can affect how the parachute performs.”

The riggers then calculate a cost estimate that includes the number of hours needed to repair the parachute and the cost of labor and materials. The price of one parachute can range from \$3,500 to \$9,000 depending on whether it’s a cargo parachute or personnel parachute, so most customers prefer repair over disposal.

Barnes referred to the recent modification of a specific type of parachute assembly as a good example of the repairs his team can make. The type of line called for in the original manufacturing contract made the parachutes difficult to pack.

To pack a personnel parachute for use, riggers stow the suspension lines back and forth through loops located on the harness. The lines being used, however, were too silky to easily pass through the loops’ rough material.

“I’m a pretty quick packer. I can pack a personnel parachute in about 10 minutes or less, but it was taking me 45 minutes to pack one of these, and it left me drenched in sweat,” he said.

Many riggers also injured their wrists and shoulders from exerting so much force to get the lines through the stow loops, he added.

Deborah McNaughton, one of team’s fabric workers, spent months replacing the lines. “It took me all day to repair just



Army Staff Sgt. Benjamin C. Holmes inspects the lines of a personnel parachute for the Aerial Delivery and Textile Section at Defense Logistics Agency Distribution Susquehanna, Pa.

— Photo by Beth Reece

The parachutes are in high demand in Afghanistan and are used to airdrop everything from ammunition to repair parts at secluded outposts where nearby roads either don't exist or pose such dangers as roadside bombs.

two of these, removing the old ... lines and putting new ones on," she said.

The team also gets occasional requests for help from neighboring DLA Distribution Susquehanna workers packing pallets of critically needed supplies that are headed straight for Afghanistan, added Army Chief Warrant Officer 3 Anthony Hall, chief of the Aerial Delivery and Textile Section. When orders for construction material peaked in 2010, the riggers helped pack about 200 air pallets, he said, sometimes working seven days a week.

The eight Soldiers on his team are often in the public spotlight, Barnes said.

"We're like the rangers of the Quartermaster Corps, but we couldn't get the job done without the 10 civilians on staff," he said.

The civilian team includes two fabric workers, one sewing-machine mechanic, four parachute packers, two warehousemen and a supervisor.

The Soldiers are all parachute riggers who have undergone specialized training to pack, maintain and repair parachutes. Only a handful of Soldiers get the chance to serve as a DLA rigger, Barnes said.

"Less than three percent of our career field has an opportunity to serve here during a 20-year career period. It's really an eye opener," he added. "In very few units do riggers have the opportunity to work with civilians, and nowhere else in the military are riggers responsible for \$600 million of inventory."

Barnes and Hall were both handpicked for the job, and junior Soldiers are usually nominated based on their skill sets.

To become an Army parachute rigger, Soldiers must first earn the Parachutist

**Fabric worker Deborah McNaughton replaces suspension lines on a personnel parachute.**

**DLA's Aerial Delivery and Textile Section receives, maintains and ships cargo parachutes used to deliver food and other supplies to warfighters serving in contingency operations.**

Beith Reece



Army Spc. Micah E. Clare

Jesse Kiner packs a personnel parachute at the Aerial Delivery and Textile Section. The unit is responsible for repairing cargo and personnel parachutes for the entire Department of Defense.

Badge at the U.S. Army Airborne School at Fort Benning, Ga. Airborne Soldiers must then jump quarterly to continue being airborne qualified. Hall said this staff jumps monthly.

Soldiers assigned to the Aerial Delivery and Textile Section must also be jumpmaster qualified, a status that requires more specialized training and is ordinarily reserved for experienced jumpers. Jumpmasters ensure safety by inspecting jumpers for equipment deficiencies and giving jump commands in the aircraft.

“It’s a lot of responsibility because if anything goes wrong during the jump, you’re the one who is accountable,” Barnes added. “But the skills of a jumpmaster come in particularly handy here, where we have such a small group and are required to do technical inspections of parachutes.”

The riggers pack the personnel parachutes they use to conduct their own jumps, and recently completed training on packing procedures for the new Maneuverable Canopy 6 parachute that they’ll soon begin using to maintain their jumpmaster status.

Demetrios Paliometros joined the team in January after seven years as an Army parachute rigger at Fort Bragg, N.C. Now a civilian, Paliometros said the job allows him to continue enjoying the camaraderie he experienced as a Soldier.

“The team works well together, and this is a great work environment,” he said. “Plus, I still get to work with parachutes. What’s not to like?” 🌟



# Worldwide Intelligence

Story by Jonathan Stack

**A**s the Defense Logistics Agency operates around the clock all over the world, the DLA Intelligence staff is responsible for ensuring agency employees have accurate, current knowledge and assessments of worldwide events.

The responsibilities of both the intelligence and security portions of DLA Intelligence were handled by various agency activities before the organization was established in September 2010. It became clear to DLA senior leaders that in order for them to better do their jobs, they needed a single organization whose focus was intelligence and security activities, said Fred Baillie, DLA chief of staff.

Stephanie Samergedes, director of DLA Intelligence, said the organization was also started to allow DLA Installation Support to focus on its core missions.

“We basically were stood up to allow DLA Installation Support to focus on their programs, and have an organization here that could actually focus on intelligence and sensitive program activities,” she said.

The organization’s intelligence and counterintelligence specialists’ jobs are to make sure leaders have the threat information they need to protect their employees, Samergedes said.

“We have access to a gamut of information from the intelligence community through partnerships with various intelligence organizations and intelligence community databases and websites,” she said.

The information DLA Intelligence gathers and disseminates is tailored to the

agency and its interests, Samergedes said. She added that she has received feedback from DLA personnel that it’s a benefit when officials explain why certain matters are important to DLA.

“DLA Intelligence is important to DLA because the agency continues to be heavily involved in areas outside the United States,” Baillie said. “Many goods and services are provided by firms and individuals that are foreign nationals or outside the United States.”

For example, the Northern Distribution Network, a network of supply routes that runs from Western Europe to Afghanistan, involves relationships with a number of countries in order to ensure the transit of supplies to troops in Afghanistan, he said. DLA Intelligence provides agency employees with intelligence information about foreign actions and events along the NDN.

“It is important for DLA employees to be aware of events and issues that are developing outside the borders of the United States in order to better support warfighters,” Baillie said.

Good security policy, procedures and training are key to preventing security

The intelligence and counterintelligence specialists’ jobs are to make sure leaders have the threat information they need to protect their employees.

compromises and other issues that can jeopardize execution of DLA’s mission.

The other side of DLA Intelligence is security, which includes personnel security, information security, operations security and foreign disclosure.

“DLA Intelligence’s goal is to make sure policies are in place and employees have been trained on policy,” Samergedes said.

To further this goal, DLA mandates that every employee completes annual online security awareness and operations security training and instructor-led counterintelligence training presented by DLA Intelligence. The training ensures personnel are aware of the key signs of potential threats to the Defense Department.

“If there is a security violation, it’s not because of a lack of policy or training,” Samergedes said.

Another important responsibility of the security staff is to ensure that employees have the necessary security clearances to perform their duties in support of the DLA mission, Baillie said.

“[DLA Intelligence] ensures that people working in DLA are processed for the appropriate background investigations required by their position to access sensitive and classified information,” he said.

Samergedes said she appreciates all the work her team does to ensure DLA employees have the intelligence resources and security they need to support warfighters.

“We’ve [all] been doing this for quite a while, and we have a great organization,” Samergedes said. 🌟



# Stamp of Approval

Story by Sara Moore

**W**ith critical weapon systems used by troops in the field or space shuttles preparing to launch into orbit, failure is not an option. Failure of even the smallest component within a system could mean the end of a mission or loss of life.

To help ensure these systems have the high-quality parts they need to function, Defense Logistics Agency Land and Maritime has a dedicated group of engineers and auditors whose job is to certify and qualify individual parts and

manufacturers who make them before they reach the the next step in the assembly process.

The DLA Land and Maritime Sourcing and Qualifications Division maintains a known good-supplier base that meets military standards for performance, quality and reliability of parts. The division maintains this supplier base by using qualified products lists and qualified manufacturers lists.

“Qualification is the process of auditing, examining, testing and approving

a manufacturer’s products for stringent military applications prior to and independent of any contract,” said Joseph Gemperline, chief of the Sourcing and Qualifications Division.

As the name implies, qualified products lists detail individual parts and components that meet military specifications, Gemperline said. QPLs are usually intended for items with fairly stable designs that will be available for extended periods of time after being qualified, he said. Qualified manufacturers lists, on the other hand, include certified manufacturers and the processes and materials they use to build parts. QMLs are useful with technologies that advance rapidly, such as electronic microcircuits, where products change often and it would be difficult and expensive to qualify them individually.

The Sourcing and Qualifications Division has four branches, with each covering a different range of technologies. The Custom Devices Branch covers monolithic microcircuits; the Hybrid Devices Branch covers hybrid microcircuits, fuses, circuit breakers, switches, relays and oscillators; the Electronic Devices Branch covers printed wiring boards, semiconductors, electron tubes and waveguides; and the Passive Devices Branch covers items like belts, resistors, capacitors, hoses and connectors.

Between the four branches, DLA Land and Maritime manages 227 QPLs and QMLs, which include more than 800

DLA Land and Maritime’s Sourcing and Qualifications Division manages a known, good supplier base for military-grade parts to support many weapons systems, like this B-1B Lancer bomber, being worked on in Southwest Asia.



Air Force Staff Sgt. Robert Barney

Air Force Airman 1st Class Adam Reinert, an aerospace propulsion apprentice with 28th Maintenance Squadron, inspects a B-1B Lancer engine at Ellsworth Air Force Base, S.D. DLA Land and Maritime's qualified manufacturers lists and qualified products lists ensure aircraft and weapons systems have the high-quality parts they need to function.

manufacturers, 900 facilities and 120 test laboratories, Gemperline said. The qualification lists cover roughly 30 federal stock classes and potentially millions of part numbers, he said.

"This program is worldwide,"

Gemperline said, noting that many of the manufacturers and facilities covered under the qualification lists are located outside the continental U.S.

For a manufacturer to be listed on a QML or its products on a QPL, it has to go through a rigorous auditing process, said Mike Adams, chief of the Custom Devices Branch. First, the manufacturer submits pre-audit information to specify the type of products they are trying to qualify and show it meets military specifications and has a self-auditing process. If that information indicates the company has potential for being qualified, an auditing team from the Sourcing and Qualifications Division will travel to its facility to perform a facilities audit, Adams said.

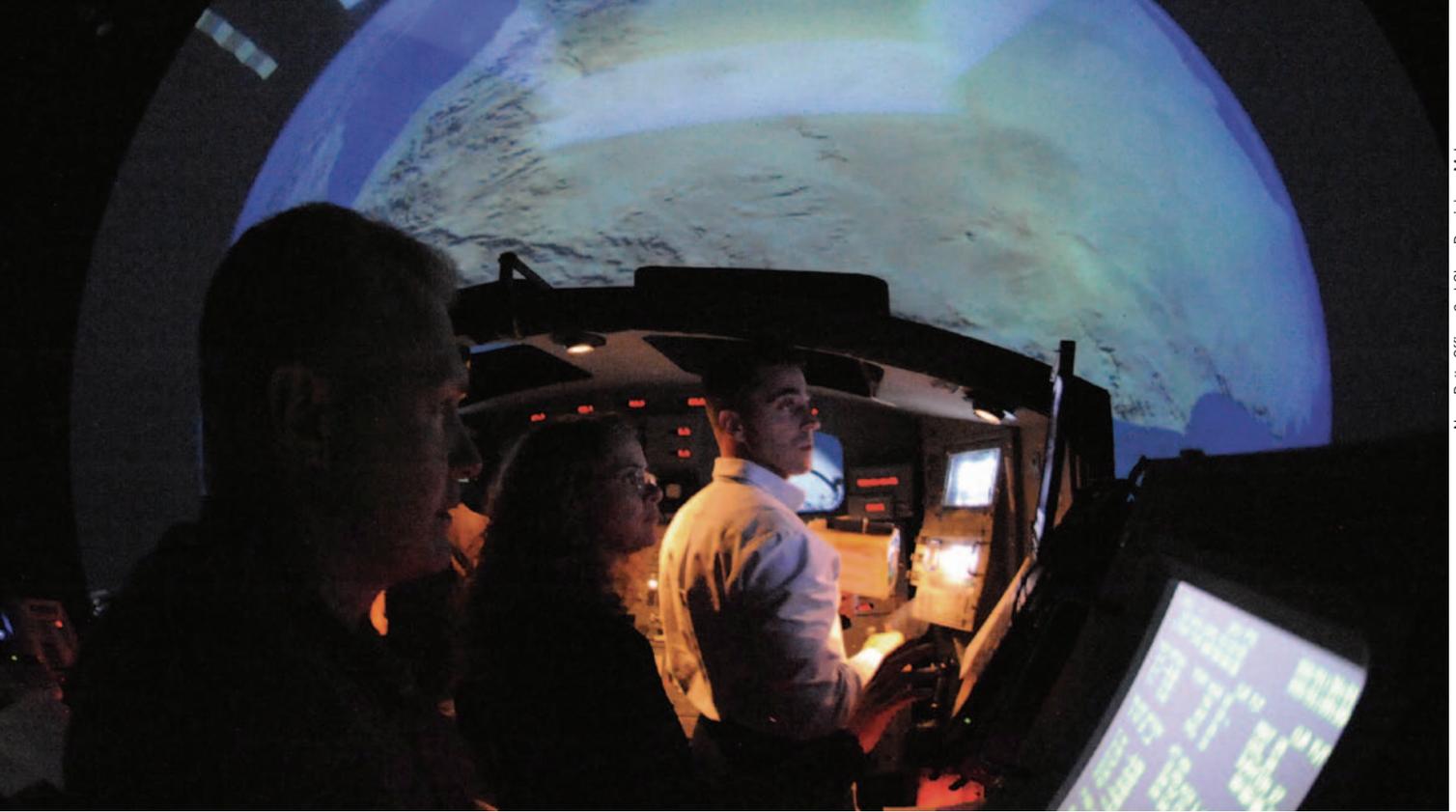
Facilities audits are typically performed by teams of two engineers and take three days or more to complete, said Jonnie Schneider, an electronics engineer who audits the hybrid microcircuits QML. The auditors review all aspects of the company's design, materials, manufacturing and testing to ensure they meet military specifications, she said.

"Our real purpose is to validate that they are meeting the requirements of the specification and of their customers," Schneider said. "In order to do that, we have to look at a lot of different things."

The auditors begin by reviewing the manufacturer's quality systems, such as the design, calibration, document and

Air Force Senior Airman Marc I. Lane





Navy Petty Officer 2nd Class Dominique M. Lasco

Navy Lt. Cmdr. Chris Cassidy, (right), practices docking the space shuttle with his shuttle commander and pilot in a virtual reality simulator at Johnson Space Center. Many of the parts supported by DLA Land and Maritime's QML and QPL programs are used by the space program.

change control, self-auditing, and environmental controls for clean rooms, she said. The team also reviews the materials used for manufacturing and how the company procures these materials. The team then evaluates the manufacturing process. Manufacturers are required to have documents that travel with products as they are assembled and record each step in the assembly and the internal procedure used for that step.

Within each step, critical parameters must be identified and demonstrated, she said. For example, if a company is going to put a lid on a package and seal it, it would need to have steps laid out for cleaning, vacuum baking, sealing and testing the seal. The auditors would verify each of these steps and the processes used, such as the time, temperature and calibration of the oven used for pre-baking the item before it is sealed. They also look at the actual tooling used for the process and ensure it is documented and identified, she said.

Throughout the audit process, auditors not only review the documented

processes and test procedures, but they also interview employees performing the operation and watch them perform their tasks, Schneider said. They then review the testing used to ensure products meet the confidence level necessary, whether they will be used for a space program or military operations. While this testing is important, she said, the main emphasis of the audit is on the front end of the process, where the products are designed and built.

"The real quality and reliability in the product is really coming in at the design, at the materials and at the manufacturing," she said. "Once you've done that, your product is whatever it's going to be. You can't make it better by testing."

The audit process is intense and comprehensive, Schneider said, noting that the auditors end up speaking to people at all levels of a company, from operators and technicians to engineers to contracting representatives. She stressed that passing an audit does not necessarily give the entire company a "seal of approval," but only certifies the specific materials and processes reviewed.

"We can't promise a company will do something, but we can assure someone that they have the capability," she said. "We know they have the facilities, the

people, the framework, the operation, and then we prove that the processes and materials and products that they've put together are, in fact, reliable."

Once a manufacturer passes an audit, it is certified and can begin its qualification production lot to qualify its processes and materials, Gemperline said. After rigorous qualification testing is completed, the company sends DLA Land and Maritime a test report and if it passed all the necessary testing using the approved equipment, manufacturing processes, and quality systems, it will be listed on the QML. For a QPL, the process works the same up until that point, but the qualification focuses more on individual products than the processes and materials used, he said.

All manufacturers listed on the QMLs or QPLs are subject to periodic re-audits to ensure they still meet the requirements, Gemperline said. The interval between audits depends on the performance of the manufacturers, he said. If a company has a history of good performance and effective self-auditing, the interval could be widened. However, if a company makes major changes without notifying DLA or doesn't conform to specifications, the interval may be narrowed. There are times when the manufacturer is required

“The QPL and QML parts become like off-the-shelf products. There’s no need to do additional testing or evaluation.”

— Mike Adams

to stop shipments of military products and issue a Government Industry Data Exchange Program alert because an actual or potential quality or reliability issue with the products has been found. In extreme cases of nonconformance or when there is a lack of cooperation by the manufacturer, the company and its products could be removed from the qualification list, he said.

Having flexibility with the audit intervals helps Gemperline manage the workload for his team of 43 auditors who travel around the world to validate that requirements are being met and to keep qualifications current for all the facilities and products on the qualification lists.

“We mitigate the risk by looking at our schedule each year, making sure we’re doing the highest priority audits first and the most critical items first,” he said.

The qualification program covers about 30 percent of the products DLA Land and Maritime buys. But, in addition to DLA Land and Maritime, virtually every military service and every original equipment manufacturer buys QPL/QML products or uses the military specifications and leverages off the audits performed by the qualifications group, Gemperline said. The program has myriad benefits, he said, including saving money by qualifying products upfront, independent of contract awards; eliminating the need for additional testing once an item is procured; and increasing availability of critical items.

Having a centralized qualifying activity eliminates the need for every procuring activity to form its own specifications, which would be very expensive and time-consuming, Gemperline said. It also improves availability and procurement

DLA Land and Maritime’s Sourcing and Qualifications Division supports many different weapons systems, like this F/A-18F Super Hornet aircraft being inspected aboard the aircraft carrier USS Enterprise under way in the Atlantic Ocean.

lead times because the products have been tested and are ready to be shipped.

“The QPL and QML parts become like off-the-shelf products. There’s no need to do additional testing or evaluation,” Adams said. “These are already qualified manufacturers and products, and they can just be ordered without having to do testing.”

The program also improves the availability of items and customer support, because it forges a partnership between the manufacturers and DLA, Gemperline said. Multiple sources are usually available for each item because it is standardized to one military specification, he said, and if an issue arises with a part, DLA Land and Maritime officials have an avenue to get assistance.

“It’s a long-term partnership with these guys. They tend to support [the Defense Department] for many years,” he said. “They give us advance notice if they’re going to be going out of production on an item. It’s a much better system

than you have any other way.”

Gemperline said he is proud of how actively his team manages the qualification program at DLA Land and Maritime. The program deals with many complex products, such as microcircuits, connectors and many other high-reliability parts for critical weapon and space systems, but the QML/QPL parts have very few problems with reliability because of the qualification process, he said.

“We do a good job working with our manufacturers and making sure those QPLs/QMLs are up to date, that manufacturers aren’t just closing plants, moving or changing critical processes without our approval,” he said. “We take a lot of pride in that, that if you buy one of our QPL/QML products from one of our sources, you can rest assured that we’ve been working with these companies to ensure they are capable of meeting the qualification requirements and that their qualified listings are current.”

Navy Seaman Jared M. King



# Fueling the Warfig

Story by Christopher Goulait

**W**hen it comes to providing warfighters with the fuel necessary to keep operations up and running, defense fuel support points are a critical part of the Defense Logistics Agency's distribution operations.

Continuous quality fuel support is the goal for the hundreds of DFSPs managed by DLA Energy around the world to provide fuel the troops need. Because the fuel is owned by DLA right up to the moment it is issued to an aircraft, ship or motor pool, DFSPs must be located nearly everywhere warfighters are.

"A DFSP is a fuel storage terminal that receives, stores, issues and accounts for all Department of Defense-owned fuel," said Keith Stedman, deputy director of DLA Energy DFSP Management.

"DLA Energy provides oversight for 628 DFSPs domestically and abroad," he said.

Christopher Goulait is a writer for DLA Energy Public Affairs.

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Defense Logistics Agency Energy clay filtration pipes and vessels outside Nellis Air Force Base, Nev.

— Photo courtesy DLA Energy Americas





A ship is positioned at a single point mooring “monobuoy” at the defense fuel support point on Okinawa, Japan.

The ownership and operation of the support points varies by location, said Air Force Col. Steve Kephart, DLA Energy’s director of operations.

“These support points are government-owned and -operated, contractor-owned and -operated, or government-owned and contractor-operated,” he said. “One example of this will be the DFSP on Okinawa, Japan, which will be both government-owned and government-operated.”

Kephart said that DLA uses land provided by the customers it is supporting in a given location.

“It’s important to note that the [agency] doesn’t actually own any of the real property of a DFSP, the services do,” he said. “We do, however, remain the owners [of the fuel] until it is placed in the services’ tanks.”

DLA Energy’s management of the DFSPs helps ensure they are run

efficiently and that taxpayer funds are not wasted, Kephart said. “DFSPs range from small gas stations to big terminals like Craney Island, Va., or Pearl Harbor, Hawaii. Those bigger ones have very large tanks,” said Rocky Krill, director of DLA Energy DFSP Management. “The intermediate ones are often found at air stations, and then you have the very small ones that are like regular gas stations.”

No matter the size of a DFSP, each one is more than just a gas station for the services to use, Stedman said. They are reliable and regulated support points tailored to the needs of the area and the services that use them. Whether the fuel is used for vehicles or generators, a DFSP is structured to supply products directly to the end user’s needs.

Kephart said DLA Energy personnel are constantly looking for more efficient means of transporting and supporting fuel.

“In addition to the day-to-day

An aerial view of the facilities at a defense fuel support point at Point Loma, near San Diego.

services called for in supporting energy needs at DFSPs, we perform short-term and long-term research to plan, establish and maintain the optimal DoD storage and transportation infrastructure needed to support our customers,” Kephart said.

He elaborated on the evolving nature of DFSP management, stating that each new DFSP undertaking or modernization project provides valuable experience that can be applied to enhancing support at other support points.

“Everything we learn, we apply to our current and future projects to make sure that our fuel support is that much more comprehensive for the warfighter,” Stedman said.

Such experience has proven invaluable in the areas of planning, budget-

Defense fuel support points are reliable and regulated support points tailored to the needs of the area and the services that use them.

Dave Wilkins



ing and overseeing the transportation, storage and retail activities associated with the fuel supply chain. Applying that experience ensures there is a continuous supply of high-quality, dependable fuel available to those who require it.

“If you have a base where we have aircraft flying a mission, you need to make sure they’re mission-capable,” Krill said. “And without that DFSP, they’re not going to be mission-capable.”

DLA Energy also centrally manages the Defense Department’s sustainment, restoration and maintenance funds for fuels infrastructure. The program ensures priority and emergent deficiencies in DFSP infrastructure are identified and projects are funded so the services can properly maintain the fuel points, Krill said. Central management ensures effective inspection programs and that SRM projects are scheduled to ensure critical defense missions can be fueled while the projects are ongoing, he said. 🔄

Quality Assurance Specialist Trent Buck (standing) records data as NuStar Energy’s Roberto Siguero takes fuel volume and temperature measurements at Defense Fuel Support Point Baltimore.

Photo courtesy DLA Energy Americas



# Feeding the SPIRIT

Story by Beth Reece

**A**rmy Chaplain (Col.) Carl Young was more accustomed to wooden pews and stained glass windows when he gave his first religious service to Soldiers in the field. He'd just joined the military chaplaincy after five years as a civilian Baptist minister and had only an Army-issued chaplain's kit to lead the service.

"The kit had everything I needed, including the linen for my altar, a cross, stand for my Bible and communion plate. That really struck me. It helped me see that the United States military is serious about providing the necessary supplies so service members can freely exercise their religious faith, whether they're in a garrison environment or deployed," Young said.

Today, Young serves as the Defense Logistics Agency command chaplain and helps DLA Troop Support supply more than 800 items that make up the Ecclesiastical Supply Program. The items range from hymnals and rosaries to Muslim prayer rugs and Hanukkah candles.

Ecclesiastical items generally fall into six categories: Christian, Jewish, Muslim, furniture, portable items and wine. DLA Troop Support manages a long-term contract for each category, and 90 percent of the items are delivered directly by the

vendor, said Maryann Bonk-Santos, customer account specialist.

The roughly 10 percent of ecclesiastical items that DLA keeps in stock are those manufactured to meet the military's unique needs, such as the chaplain's consumable kit, which contains basic items needed to provide services for a range of religions away from a church or synagogue.

"This is a popular go-to-war item. Chaplains are told this is what they need when deploying, and every item in the kit has its own (national stock number) and can be ordered separately. So let's say a chaplain needs more rosaries, ... he can order them individually instead of buying the entire kit again," Bonk-Santos said.

Other religious supplies made specifically for the military include the chaplain's logistics support package, a plastic cube that can be configured into

While some might consider ecclesiastical supplies to be non-essential comfort items, Edwards and Bonk-Santos agree that they're crucial to service members' spiritual well-being and morale.

a desk or an altar. It also has enough storage space to transport chaplains' supplies during deployment.

The field immersion baptismal liner is another item designed for military chaplains who need to perform baptisms.

"When Soldiers want to be baptized in the field, they dig a hole and put this plastic liner in it. Then they place sandbags around it to hold it in place and fill it with water," Bonk-Santos said. "From there, the chaplain and Soldier can get inside for the baptism ceremony."

Being deployed to places like Iraq and Afghanistan often inspires service members to contemplate their spirituality and beliefs, Young added.

"When they come to you wanting to be bap-

tized, you've got to find a way to make it happen and in a clean, safe environment that's portable," he said. "No matter what the person's faith is, it's up to us to make sure they have the items to observe their faith in a meaningful way, just as they would back home in a synagogue or temple."

Reoccurring liturgical cycles make it easy to predict the demand for ecclesiastical supplies, but there are challenges, said Ted Edwards, who supervises the ecclesiastical supply team at DLA Troop Support. Supplying palm fronds for the Christian observance of Palm Sunday is difficult because they stay fresh for only about 14 days, for example.

At the same time Edwards' team is supplying palms, they're also providing Seder kits for the Jewish holiday of Passover. Jewish followers traditionally eat kosher for Passover, so they refrain from rice, legumes and

leavened baked goods such as bread and cakes. The food they eat can't have been in contact with non-kosher ingredients, so manufacturers go through a labor-intensive process to guarantee customers receive true kosher items.

"The manufacturing plant has to take apart all of its machinery and clean it before processing Passover items. A rabbi who is certified by his federation is also present to witness the cleaning, and he puts a stamp on the package saying that he's witnessed the process and the item is truly kosher," Bonk-Santos said.

Getting service members the items they need to observe their religious faith is serious work that Young said his teammates handle with great care.

"This is not just any supply chain. Whether it's a rosary, a cross or a prayer rug, our customers treat these items with a certain sacredness, and they expect them to arrive at their location and be handled the same way," he said.

While some might consider ecclesiastical supplies to be non-essential comfort items, Edwards and Bonk-Santos agree that they're crucial to service members' spiritual well-being and morale.

"I feel it gives them hope when they're out in the field or at war," she said. "It gives them a sense of security that whoever they believe in is behind them or alongside them, that they're not alone." ✪

— Photo by Navy Petty Officer 2nd Class James R. Evans

# Full Circle

Story by Jonathan Stack

**A**fter a more-than-eight-year campaign that has involved countless operations, the last of 50,000 U.S. troops are due to leave Iraq by the end of 2011. The Defense Logistics Agency is working to ensure their excess equipment isn't left behind.

DLA Disposition Services is providing disposition and disposal support to assist with the drawdown of forces in Iraq.

"[We] are reducing the amount of unserviceable and scrap property in theater," said Army Col. Juan Arcocha, DLA Disposition Services deputy director. "We're probably right about the 60 percent mark. We started with about 120,000 containers, and right now there are about 50,000 containers left."

About 25 expeditionary disposal remediation personnel, mostly military reservists, work at DLA Disposition Services sites at camps Al Asad and Victory, Forward Operating Base Speicher and Joint Base Balad.

"We receive property that is excess to the military services and ensure it follows the proper procedures for being reutilized, demilitarized or mutilated," said Heidi Heuser, a DLA Disposition Services logistics management specialist.

The disposition services team goes out



An employee of the Iraqi company F-JAN removes a scrap air conditioner during cleanup of a scrap yard in Iraq. DLA Disposition Services is providing disposition and disposal support to assist with the drawdown of forces in Iraq.

— Photo by Army Sgt. Chad Menegay

and screens items before they are put into containers, separating serviceable items from unserviceable, Arcocha said. They also screen items that could pose a hazard to untrained personnel for demilitarization. Those that do not require demilitarization and mutilation are scrapped and sold to a series of Iraqi contractors.

“A benefit for the scrap we sell in Iraq is the money is returned back to the [U.S. Treasury Department],” Arcocha said. “It’s ... around \$1 million a month.”

Demilitarizing the items that would pose a threat in the wrong hands protects warfighters and the Iraqi populace, he said.

“A lot of items military forces use can be dangerous and have special technology like our [Mine Resistant Ambush Protected vehicles],” Arcocha said. “If we were to let that go on the economy as scrap, the enemy could use it to determine how our systems work and reverse engineer it to hurt us.”

There are some items, such as copper wire, that one might not think could have a military use, but do.

“Early in the war, there were a lot of shaped charges [improvised explosive devices], and one of the sources was the copper from the copper wire that the military left as we were [constructing] buildings,” Arcocha said.

DLA Disposition Services collects all the copper and sends it to Kuwait for disposal, ensuring it doesn’t return to the Iraqi economy, where it could be used

against U.S. and Iraqi forces.

The timers found in microwave ovens, and washers and dryers are another example of seemingly innocuous items that could be used against American and Iraqi warfighters. They can be used as triggering devices for IEDs, Arcocha said.

“We recognized this in 2005 and instituted a policy stating before we sold off washers and dryers as scrap, we remove the timers,” he said.

Items with value to the enemy that can be used against U.S. warfighters are given demilitarization codes stating they have to be demilitarized before they can be sold for scrap.

“The stuff requiring demilitarization is physically mutilated so it doesn’t pose a danger to the public, and the remainder is sold off as scrap,” Arcocha said. “We will go and chop it up or cut it with a torch so it can’t be militarized.”

Not all items turned into DLA Disposition Services are unserviceable, and the organization attempts to make those that are serviceable available to other units in theater for reuse.

For example, an Army unit had excess construction material and turned it into the DLA Disposition Services site at Al Asad, Arcocha said. The disposition personnel contacted Army units in Afghanistan – knowing forces were still building there – and asked if they wanted the material.

“Rather than disposing of it and buying it in Afghanistan, we simply repack-

aged it, did the transportation movement request and moved it to Afghanistan for use,” he said.

Troops in Iraq can also use the DLA Disposition Services sites to find parts for systems they are using. If a unit needs a carburetor for a vehicle and it will take too long to order, it can send troops to the site to see if they can get it from an unserviceable vehicle, said Randy Schmitz, a DLA Disposition Services property disposal specialist.

“We get battle-damaged vehicles,” he said. “The property is there for them to come and try to salvage.”

Iraq is distant from DLA’s normal supply chains, so many things that are required there have to be purchased in the U.S. and shipped to warfighters, Arcocha said.

“When we get something that is serviceable, we make it available to [warfighters],” he said. “It saves the Department of Defense money. Last year, \$220 million worth of items were reutilized out of Kuwait alone.”

Arcocha said the DLA Disposition Services staff is completely committed to the organization’s mission of disposition and disposal support. His deployed employees interact with warfighters firsthand and see how much the military services appreciate his organization and what it’s doing in Iraq.

“That makes my business probably the best business in DLA,” he said. ☺

# HELP WANTED: VETS NEEDED

Story by Jacob Boyer

Veterans looking for their first federal job can face a sometimes daunting process, but the Defense Logistics Agency has multiple approaches available for them to find a way to continue serving.

The Defense Logistics Agency has more than 8,700 veterans among its civilian employees, more than 1,300 of them hired in 2010 alone. Hettie Holmes-Carter, program manager for corporate recruitment in DLA Human Resources' Human Capital Program Development Branch, said veterans' experience and their innate understanding of what the agency does makes them attractive recruits.

"Usually, veterans have the experience. They are dedicated employees. They are familiar with what DLA supplies," she said. "With the experience they've had in the military, when they come on board, they are usually ready, willing and eager to work. There isn't as much of a training period."

Veterans who would like to work for DLA can pursue multiple avenues, Holmes-Carter said. In addition to normal veterans hiring authorities put in place by the federal government, the agency uses multiple internship programs to reach out to veterans. One, Operation Warfighter, gives wounded warriors a chance to get experience with the agency while they are rehabilitating. The program is open whether they are planning to leave military service or not.

"They come in and get work experience, and once they finish the program, if we have a position, we can [hire them]," she said.

"There's no obligation to hire. Some of them just do it for the experience while they're waiting to return to active duty."

Operation Warfighter is just the tip of the iceberg when it comes to internship opportunities at DLA, Holmes-Carter said. The agency has its own Corporate Intern Program, and it interfaces with the Department of Veterans Affairs for internships and on-the-job training opportunities. The Corporate Intern Program brings employees on board at the GS-7 level for two years, Holmes-Carter said.

DLA works with the VA by communicating openings for interns and on-the-job training that the VA can then make open to veterans looking for employment.

"It's a win-win situation, because veterans learn about DLA and what we do and they get federal work experience," she said. "For us, we have the opportunity of placing them, working with them,

giving them experience, and if we have jobs, we can bring them on using a noncompetitive hiring authority."

One problem many veterans face when applying for federal jobs in general and DLA jobs in particular is properly translating valuable military experience into terms the average human resources specialist understands, said Kathy Martin, a resources specialist with DLA Human Resources. This can lead to a strong resume being overlooked.

"Normally, their level of responsibility is tremendous. They've been responsible for millions of dollars' worth of equipment, but they cut themselves short," she said. "One thing they have to be conscious of is that some of the terms they used in the military may not be familiar to a civilian human resources specialist. When they write that resume, they have to make sure that human resources specialist is going to understand that level of responsibility and use terms that she would understand."

Martin said it is important for veterans looking for federal employment to start early. Some job announcements are only open for a few days, and if veterans have not prepared themselves ahead of time, they may not have the time needed to complete an application. Because setting up an account and resume with USAJobs, the website most government agencies use to announce vacancies, can be time consuming, Martin said doing the homework ahead of time makes it far easier when it comes time to actually apply for a job.

One problem many veterans face when applying for federal jobs in general and DLA jobs in particular is properly translating valuable military experience into terms the average human resources specialist understands.

# Special Appointing Authorities for Veterans

## Veterans Recruitment Appointment Authority:

An agency can, if it wishes, appoint eligible veterans without competition to positions at any grade level through GS-11 or equivalent. After two years of satisfactory service, the agency must convert the veteran to career or career-conditional appointment, as appropriate. Eligible veterans include:

- Disabled veterans;
- Veterans who served on active duty in the armed forces during a war or in a campaign or expedition for which a campaign badge has been authorized;
- Veterans who, while serving on active duty, participated in a U.S. military operation for which an Armed Forces Service Medal was awarded; and
- Recently separated veterans.

## 30 Percent or More Disabled Veterans:

An agency may give a noncompetitive temporary appointment of more than 60 days or a term appointment to any veteran:

- Retired from active military service with a disability rating of 30 percent or more; or
- Rated by the Department of Veterans Affairs since 1991 or later to include disability determinations from a branch of the armed forces at any time, as having a compensable service-connected disability of 30 percent or more.

## Disabled Veterans Enrolled in a VA Training Program:

Disabled veterans eligible for training under the VA vocational rehabilitation program may enroll for training or work experience at an agency under the terms of an agreement between the agency and VA. While enrolled in the VA program, the veteran is not a federal employee for most purposes but is a beneficiary of the VA. Upon successful completion, the host agency and VA give the veteran a certificate of training showing the occupational series and grade level of the position for which trained. The certificate of training allows any agency to appoint the veteran noncompetitively under a status quo appointment, which may be converted to career or career-conditional at any time.

## Veterans Employment Opportunities Act of 1998:

An agency must allow preference eligibles or eligible veterans to apply for positions announced under merit promotion procedures when the agency is recruiting from outside its own workforce. A VEOA eligible who competes under merit promotion procedures and is selected will be given a career or career conditional appointment. Veterans' preference is not a factor in these appointments.

“The system they have to use is a challenge when they’re first starting out. I always recommend that they go now to USAJobs, establish an account, and build a resume, so when they find that dream job, they have a foundation they’ve established,” she said. “Then they can just tweak their resume so it applies to a vacancy. Some of our positions are going to have a lot of applicants, so we only have them open for three days. If you’ve just found that and you only have one day and don’t have a resume established, you’re under a time crunch to get it done.”

Another reason it’s important to have a resume and account set up before hearing about a particular job is that it makes it easier to tweak a resume for a given job, Martin said. Service members typically go far beyond their normal duties and may not have a particular task listed in a resume that they performed numerous times.

“You have to look closely at what they’re looking for [in job announcements],” she said. “What are the major duty statements? When we use the system, we always have a questionnaire. Look closely at the questions. What is it they’re looking for? What do they want to know about you? Go back to your resume. If you have the experience or education in performing those tasks, then you need to include that in your resume.”

Veterans applying for a job needs to make sure they have the appropriate paperwork easily accessible. A Defense Department Form 214, which establish

past military service, is required for any applicant declaring veteran’s preference in the hiring process, and a VA letter establishing military disability is required for anyone seeking that preference.

Martin said that while the federal hiring process can seem daunting to someone using it for the first time, there is always someone who can help when a veteran applies to DLA.

“One thing I’ve always pointed out

to people is there’s always the name of the human resources specialist posted in our vacancy announcements,” she said. “If they don’t understand something in the major duty statement or how to equate it to what they did in the military, they should call that human resources specialist. In essence, they’re our customers, ... we want to get the best qualified person in that vacancy for that selecting official.” ☘

# We are DLA

## DLA DISTRIBUTION SUSQUEHANNA

# WORLD-CLASS DISTRIBUTION

Story and Photos by Beth Reece

**E**d Visker calls Defense Logistics Agency Distribution Susquehanna, Pa., one of the best-kept secrets in south-central Pennsylvania. Even its customers worldwide don't always recognize it as the Defense Department's largest strategic distribution platform for military supplies.

"At times we get compared to Wal-Mart, but their enterprise only manages about 130,000 different items. ... We carry up to 890,000 items, and that number is steadily growing," said Visker, DLA Distribution Susquehanna's deputy commander.

The activity carries more than a third of DLA's distribution load by receiving, storing and shipping material to customers everywhere in the world but the Pacific. The work is done from two locations. The Eastern Distribution Center at New Cumberland, Pa., serves as the main hub for incoming and outgoing material. All but about 600 of DLA Distribution Susquehanna's 2,300 employees work at the EDC. Military members have been receiving supplies from this location since it opened in 1918 to support forces in Europe during World War I.

The rest of the organization is located

at the Naval Inventory Control Point in Mechanicsburg, Pa. There, DLA fills 38 warehouses with industrial construction materials, as well as back up stock and slower-moving stock like out-of-season clothing.

Together, the two sites give Susquehanna 58 warehouses that take up 10 million square feet of storage space, Visker said. And this summer, New Cumberland will open two new warehouses to store additional items that DLA will stock as depots in Norfolk and Richmond, Va., and Tobyhanna, Pa., downsize their stock.

Between 18,000 and 22,000 orders are processed at Susquehanna every day.

"Add that to about 3,500 receipts a day," Visker added, "and you can see this is a very busy place with an awful lot of workload to keep track of."

The operation runs 24 hours a day,

Defense Logistics Agency Distribution Susquehanna, Pa., is the largest of DLA's 26 distribution centers, with facilities in New Cumberland and Mechanicsburg, Pa. The Eastern Distribution Center at New Cumberland serves as the main hub for incoming and outgoing material and covers as much ground as 30 football fields.





# We are DLA

Monday through Friday and on a limited schedule during weekends. One of the busiest areas is the Consolidation and Containerization Point, where material arrives from Susquehanna warehouses, U.S. manufacturers, and other depots and installations before being sorted and packed into sea containers or on air pallets for overseas shipment.

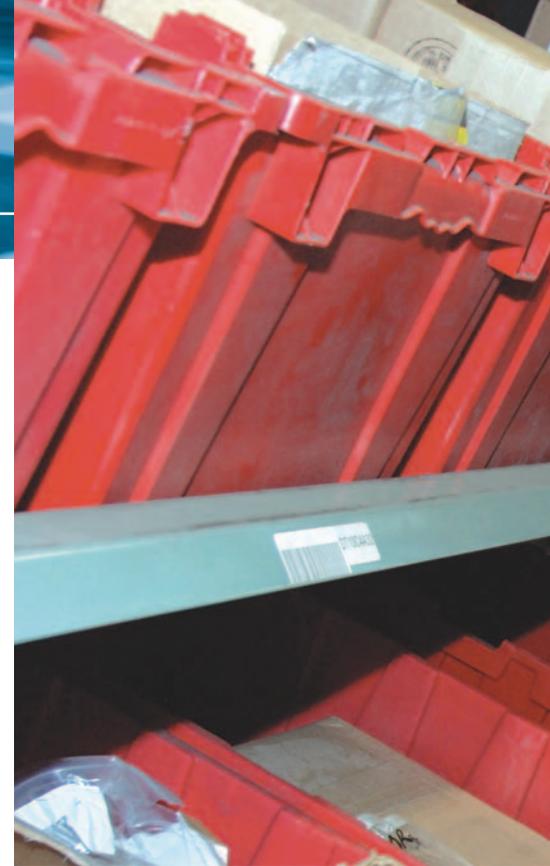
“We have priority freight that comes in from all over. We build it on air pallets that are shipped mostly to [Joint Base McGuire-Dix-Lakehurst, N.J.] or Dover Air Force Base [Del.], and from those locations, the pallets are shipped direct to troops wherever they are,” said Damon

Oliver Ellis, a packer who works at the Container Consolidation Point, builds an air pallet with supplies destined for Afghanistan.

Robinson, a Container Consolidation Point work leader.

It takes one person about two hours to build one pallet, so each of the eight employees normally on shift build about four a day, Robinson said. Many of his team members have had to work overtime to keep up with the demand for supplies in the U.S. Central Command region. Before operations kicked off in Afghanistan and Iraq, employees built about 610 air pallets per month. Today, that number has climbed to between 2,000 and 3,000.

“In just the past five or six months, the guys on the daylight shift have been working 10- or 12-hour days, seven days a week to get construction material out for the troops in Afghanistan. There were times you couldn’t see the other end of



the warehouse because we had freight stocked to the ceiling,” Robinson said.

Loading pallets is similar to the game Jenga, where players stack wooden blocks into a tower, he added.

“You really have to be good at puzzles, because you’re figuring out how to capture as much material on the pallet as possible without going over 96 inches or 9,000 pounds.”

DLA Distribution Susquehanna also uses dedicated truck deliveries to support stateside customers at 140 locations on 48 military installations.

“It’s a lot cheaper for them because if they don’t order it through our dedicated truck service, they’re probably going to ask for it to be delivered by small parcel carrier, and that’s going to be much more expensive than our prescheduled deliveries,” said Sherre Mitten-Bell, a public affairs specialist who gives about three tours of the facility each week.

A section called the Active Item Walk and Pick helps distribution workers quickly grab any of 8,000 items considered fast movers, such as washers and gaskets.

“Having our most active items all in one location makes this job more manageable,” said Ron George, work lead. “Every 90 days, our stock position-





Distribution process worker Gloria Shultz packs items at the Active Item Walk and Pick, where 8,000 of the most commonly ordered items are stored for quick retrieval.

James Urritia is one of hundreds of Defense Logistics Agency Distribution Susquehanna, Pa., employees who worked at the New Cumberland site before it was transferred to DLA in 1991. For the previous 74 years, it was known as New Cumberland Army Depot.

ing people take a close look at the things being ordered so we can switch items out if others suddenly have higher demand.”

No matter what part of DLA Distribution Susquehanna employees work in, most say they’re there to support warfighters.

“When I come in the door here, it’s like I’m at war, too, because the work we do supporting the warfighter is very important,” George said.

The typical employee at DLA Distribution Susquehanna is a “hard-working American and a high school graduate,” Visker added. Many of them worked at the New Cumberland and Mechanicsburg sites before they were transferred to DLA in 1991 after 74 years of being known as New Cumberland Army Depot.

James Urritia, a distribution process worker, has worked there for 34 years.

“This is the only job I’ve ever had. I graduated from high school and the next



day I started working here,” he said.

George has worked there for 39 years, and can recall when the EDC building first opened.

“We didn’t have all this automation that we’ve got now. And if you needed a pallet back then, you had to go to the saw, cut your own wood and put it together with a nail gun,” he said. “Things are a lot different today, and we’ve got a whole new generation of employees coming in.”

Veterans currently make up about 37

percent of workforce. Personnel experts are reaching out to the Department of Veterans Affairs in hopes of attracting veterans of the wars in Iraq and Afghanistan.

“One of the things we’re working on for future warehouses is determining how we can set up a warehouse that’s geared toward employing disabled employees, with the goal of hiring disabled veterans and other persons with disabilities so they can find meaningful employment,” Visker said. ☺

# A Conversation with . . .

# Fred Baillie

DLA's Chief of Staff Provides Insight into the Agency's Intelligence and Accountability Efforts

***DLA's mission is serving as America's combat logistics support agency, but a wide array of tasks goes into making that mission successful. How does the diversity of these tasks make the agency stronger?***

DLA is a complex organization performing a very complex mission. We have long since passed the time when any one office can perform all the tasks needed to support our warfighters. It takes demand planners, supply planners, procurement specialists, material handlers and disposal specialists – along with many others – to fulfill our supply chain duties. In addition, there are “support to the support” functions that assist those in DLA directly providing goods and services to our warfighters.

Only when all these diverse functions, organizations and tasks are working in a coordinated, consistent and focused manner can we truly provide world-class support. For example, our DLA police, fire, safety and environmental professionals ensure we have safe, secure and healthy places in which to perform

Defense Logistics Agency Photo



Fred Baillie

our work. We do not have to be distracted from our primary missions with concerns about safety in our worksite, owing to the DLA people who protect us 24/7/365.

***What makes the relatively new DLA Intelligence Directorate such an important asset to the agency? How does DLA Intelligence make the agency's employees better prepared to deal with the people and issues they may encounter around the world?***

DLA is truly an around the clock, around the world organization. Wherever

our nation's warfighters are, DLA is there with them to provide logistics support. This means DLA requires accurate, timely and readily accessible information on current issues in the international arena that impact our ability to support the customer. In addition, our use of and access to classified communications has also grown. Recognizing these needs, DLA leadership established a standalone DLA Intelligence organization to focus our efforts, including having standard, documented procedures that apply across the DLA enterprise. Having a separate organization concentrating on the protection and obtaining of such critical information has paid off as recent inspections of our DLA classified information handling procedures have found full compliance with all requirements.

In addition, as DLA has expanded our operations outside the continental United States, we have used the information-gathering capability of DI to ensure leadership has the most current and accurate assessment of worldwide situations that could impact DLA operations.

*Diversity Intelligence World Events DLA Inspector General Office Audit*

***What insights can DLA's leaders and employees gain from seeing intelligence that is oriented specifically to logisticians?***

DLA has always had access to intelligence from various government sources. However, what we lacked until DI was formed was a dedicated professional cadre of analysts who could take this information and tailor it specifically for how it impacts DLA operations in various parts of the world. As a worldwide combat logistics support agency, DLA needs to understand how various world events and actions impact our ability to support our customers. If developing political unrest closes roads or borders, it could mean DLA supplies may not reach our warfighters when they need them. Having a dedicated intelligence gathering and analysis capability allows DLA leadership, in partnership with other DoD and federal agencies like the Department of State, to develop alternatives and options to ensure continued customer support.

In addition, DI analysts are aware of ongoing intelligence gathering by other countries that could impact DLA employees as they travel OCONUS in support of the warfighters or as they host foreign visitors. Travel briefings are designed to provide situational awareness of the threats posed by foreign intelligence services, international terrorists, and computer intruders, and ensure awareness of ways to identify and protect vital DLA information and the DLA travelers from such intelligence gathering tactics and unauthorized disclosures.

***How will the establishment of an Inspector General's Office help the agency better perform its missions?***

Establishing a DLA Inspector General's Office is the next step toward an enterprisewide focus on early and aggressive detection and prevention of fraud, waste and abuse and ensuring programs work as designed and meet established criteria and proper internal controls are in place and working. Prior to 2007, when the Accountability Office was formed, audit and criminal investigation functions at headquarters were separate. The Accountability Office combined those functions into a single organization which resulted in synergy between the professions. Many combined audit and investigation actions have since taken place, with the unique skills and abilities of both groups contributing to identifying significant process weaknesses and criminal activity. This allowed DLA leadership to take immediate action to correct the processes in a number of critical areas, including nuclear weapons related material, small arms storage, classified item storage and distribution, and disposition operations including the Law Enforcement Support Office. The change to a DLA IG will better identify the purpose of the office, both within DLA and with outside organizations. The federal inspector general community is widely known for its enhancement of integrity and ethical behavior. Establishing a DLA inspector general will more closely identify the DLA organization with these groups and

their goals. There is no question in most people's minds what the mission of an IG office is; it often took some explaining to describe the role of the Accountability Office.

***How will the new IG office differ from the DLA Accountability Office?***

The new DLA IG will be the single office for DLA-wide audits, criminal investigations, hotlines and vulnerability assessment. This will ensure a standard set of policies, procedures, skills and training are applied to these areas, producing high-quality products focused on high-risk areas. The Accountability Office used a matrix relationship with the primary-level field activities' internal review offices to conduct some enterprise audits. This required a balancing of resources between local and enterprise work. The DLA IG organizational structure ensures PLFA commanders can focus their local internal review resources on issues of importance to the PLFA while the DLA IG knows the resource base it has to apply to enterprise audits. The DLA IG will also do more vulnerability assessment functions, like "red-team" efforts, than the former Accountability Office. This will address the need for an aggressive and proactive approach to identifying fraud, waste and abuse and process weaknesses across DLA.

# A Conversation with . .

## ***In the current environment of constrained resources, what steps is DLA taking to ensure the best quality items at the best value for America's military?***

Vice Adm. Alan Thompson committed a year ago to pursue a 10 percent reduction in pricing for the contracts we let to support our customers.

To date, our DLA acquisition professionals have achieved \$194.8 million in savings by working with our suppliers to ensure the lowest price while maintaining high-quality items. Across DLA, we have achieved \$10.2 million in long-term contract savings, \$85.8 million in Aviation, \$34.7 million in Land and Maritime, \$22 million in Troop Support and \$24.6 million in Energy. This is an ongoing effort and we expect the price reduction savings to continue. In addition, the director has set in motion a number of initiatives to identify and eliminate counterfeit parts and other forms of procurement fraud.

This is a team effort involving legal, acquisition and logistics employees at the headquarters and in our PLFAs. DLA criminal investigators have also joined a number of governmentwide groups working on counterfeit parts issues. This is a perfect example of how many different skills and organizations across DLA have come together to address a complex and critical issue on many different fronts.

## ***In your career with DLA, what are some of the unique missions you've dealt with?***

Just in my organization, there are almost too many to mention: the Equal Opportunity, Small Business, Legislative Affairs and yes, even Strategic Communications Offices. Our installation support team has environmentalists, engineers,

safety and health specialists, firemen, police officers, child development specialists, security specialists and many more. If I reach back to my days in the field, I have seen parachute riggers who pack the chutes used to drop supplies to our troops; unit and set assemblers who pack everything from individual first aid kits to self-contained MASH-like field hospitals; packers who use dry ice and dye markers to ensure medicines remain at set temperatures throughout the shipping process to our customers; and veterinary inspectors who monitor the safety of the food we provide.

More recently, in the Accountability Office I have been privileged to work with criminal investigators who risk their own safety to get the facts about alleged criminal activity, including using camouflage suits to get telephoto pictures of crimes in progress.

Our mission may sound simple when we say that as America's logistics combat support agency, we provide effective and efficient worldwide support to warfighters, but as I said, it takes many different skills and abilities to make that happen.

## ***How has the role of chief of staff evolved since you moved into the office?***

The chief of staff's job is so new that I think it will continue to evolve for some time to come. Recognizing that the unique roles in the COS area needed regular oversight and guidance, Vice Adm. Thompson established the office only a few short months ago. Before me, the COS was a one-star general, most recently Brig. Gen. Margaret Boor. One of the key goals the director had for the COS was to impart a sense of focus and coordination among DLA's diverse staff functions, to integrate them more into

the daily, ongoing DLA operations. The director recognized that these diverse and unique functions were a very necessary part of successfully accomplishing our overall mission. As such, I sit in on many of the daily operational meetings with the directorates and PLFAs. This allows me to both become aware of issues that need to be communicated back to the individual COS functions and also to be the advocate for the various individual functions with the agency's leadership.

## ***How do you envision it changing in the future?***

As the COS organization becomes more stable with time, I expect that the individual functions will become more seamlessly integrated, not only among themselves but throughout the operational functions across DLA. In the areas of EEO and small business, we are working to move from a compliance mentality to a return on investment approach, where we all recognize the benefit to the mission through seamlessly integrating these functions into all we do.

Our goals for strategic communications and legislative affairs are very similar. We need to help others understand that early involvement in both these areas in our daily operational actions can actually save time, effort and adverse impacts later on. The intelligence function has not yet reached the full potential we can get from it. We are just now starting to see how our operational areas can benefit from early and active involvement with the intel community.

We can help our leadership become aware of situations around the world that have the ability to impact us in performance of our mission. Such knowledge will allow us to find alternatives and options to avoid disruption to our mission. 🌟

## DLA Providing Fuel, Rations to Relief Efforts in Japan

The Defense Logistics Agency immediately stepped in to assist U.S. forces in providing humanitarian relief as part of Operation Tomodachi following March 11's devastating earthquake and resulting tsunami near Sendai, Japan.

The U.S. Defense Department provided fuel to Japanese helicopters conducting search and rescue operations from the deck of the USS Ronald Reagan, said Navy Capt. Kevin Henderson, DLA Energy Pacific commander. Fuel was also supplied to a sewage plant in Yokosuka to avert an emergency, and efforts were made to ensure American bases in northern Japan still had access to fuel.

"Our main concern right now is making sure our military customers in northern Japan get the fuel they need to support operations and take care of families," Henderson said the week of the disaster. "We are working parallel paths to ensure the uninterrupted supply of fuel."

Defense Logistics Agency Energy team

members also worked to provide needed ground fuel support to the Japanese.

Misawa Air Base, located in northern Japan, stores a number of DLA-owned products, such as jet fuel, gasoline and diesel. The base opened its Army and Air Force Exchange Service gas station to let Japanese citizens acquire gas they could not on the local economy.

"Ground fuels have limited availability. The tsunami wiped out everything in its path, significantly impacting our ... contractor's capability to respond to Misawa customer demands," Defense Logistics Agency Energy Director of Operations Air Force Col. Steve Kephart said the following week. "DLA Energy is doing everything in our power to help provide ground fuels to the people who need it."

DLA Energy Pacific's Japan office also contracted for 31 trucks from central Japan to deliver fuel to Misawa. The 31 trucks were expected to deliver roughly

170,000 gallons of fuel to help people affected by this disaster.

Beyond that, DLA Pacific was largely concerned with making sure it was ready to distribute emergency relief supplies as soon as they were requested.

"Two C-130s with meals ready to eat and food from DLA Troop Support's subsistence prime vendors were delivered to Misawa Air Base, and additional deliveries of water, MREs, diapers, blankets and medical supplies [were] prepared for immediate delivery," said Navy Cdr. Jason Bridges, DLA Troop Support Pacific commander.

"There is a more robust [operations tempo] supporting the ongoing relief operations in Japan. This ultimately results in increases in our routine business. We are properly positioned to provide supplies and ensure we can have them in the right place at the right time," Army Col. Sheila Bryant, DLA Pacific commander, said.

— Jacob Boyer and Susan Lowe

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*Sustaining Warfighter Support While Reducing Cost*

# Money Matters

## COMMON FOOD MANAGEMENT SYSTEM

# Standardized Savings

Story by Nick Sistrun and Sara Moore

**A**s further proof that the Defense Logistics Agency is doing its part to contribute to the Defense Department's push for increased efficiencies, a DLA Troop Support subsistence team was recently recognized by DoD for its work in implementing a new food ordering system that will save millions of dollars every year.

Subsistence personnel received the 2010 Defense Standardization Program

Nick Sistrun works for DLA Troop Support Public Affairs.

Outstanding Achievement Award for reducing yearly maintenance costs by more than \$81.5 million by archiving or cancelling 54,500 duplicative or obsolete catalog items. The team then put the remaining 53,000 items through an exhaustive standardization process across all the military services, allowing for the implementation of DoD's new Common Food Management System.

To prepare for implementation of the new system, DLA Troop Support formed the CFMS Standardization Team

to review more than 100,000 food items and related products in the cataloging system. The team worked daily, reviewing items and coordinating with vendors and customers to gain consensus on proposed changes from their findings.

"The Subsistence Cataloging & Standardization Branch had an enormous challenge: to review every food item in the system and modify each to be in compliance with the stringent CFMS standards," said Catherine Capriotti, a food technologist at DLA Troop Support who



Air Force Senior Airman DeAndre Curtiss

Marine Corps Sgt. Jesse J. Johnson



U.S. Marines unload pallets of meals ready to eat during a resupply to their patrol base near Combat Outpost Ouellette in Helmand province, Afghanistan. A DLA Troop Support subsistence team was recently recognized for their efforts in implementing the Common Food Management System, which will improve the way food for warfighters is ordered.

worked on the CFMS Standardization Team.

DoD is implementing CFMS in June as a pilot program to streamline processes and look for more efficient means of buying food. It will be a universal food ordering system that replaces the individual systems each service uses. DoD officials agree that these systems are outdated and noncompliant with information assurance and electronic data interchange. The DoD Joint Food Policy Council has directed that one standardized ordering system replace these

Senior Airman James Battocletti, 49th Force Support Squadron, serves customers on the main line during lunch at Holloman Air Force Base, N.M. DLA Troop Support Subsistence's new Common Food Management System will streamline food ordering processes across the Defense Department.

existing unique food management systems.

The DLA Troop Support team consisted of Capriotti, Carolyn Dempsey, John Robinson, Scott Koch, Jeffrey Nienstedt and Carol Willey, from the U.S. Army Natick Soldier Research, Development and Engineering Center. In addition to standardizing the food items, the team also defined new criteria and developed new standard operating procedures for future item reduction efforts. Their work also improved menu planning, recipe maintenance and nutritional analysis, Nienstedt said.

"The work that was done to reduce the number of stock items and to standardize the ones that remain is a huge plus to the customer. It will help reduce billing errors

caused by non-standardized items and allow our customers to expect the same package sizes for items no matter where they are in the world," he said.

Developing a standardized ordering system will give DLA a more streamlined process to produce consistent, reliable results, Koch said. The new system will reduce item redundancies and mismatched stock numbers and will better enable DLA to enforce contractual pricing agreements, he said.

"Warfighters win with improved value for their dollar and standard item properties that help enforce nutritional criteria so that each valuable serviceman or woman receives a healthy, square meal," he said. 🌟

# Keep 'em Training!

Story by DLA Energy Americas West Staff



**D**efense Logistics Agency Energy plays a big part in supporting the combat training that gives America's warfighters the edge they need.

Realistic combat training requires a steady diet of fuel. DLA Energy Americas West, responsible for supporting DLA Energy customers west of the Rocky Mountains, keeps three of the military's premier training programs fully fueled: the Army's National Training Center, the Navy's Fighter Weapon School, called Top Gun, and the Air Force's Red Flag

and Green Flag exercises.

"These are the big three training and force projection facilities in the world," said DLA Energy Americas Commander Army Col. Bill Keyes, "and supporting them creates many fuel challenges."

Once fuel contracts are awarded through DLA Energy business units at Fort Belvoir, Va., AMW makes sure clean, on-specification products reach the training facility. Two of DLA Energy America's primary inventory managers, Keith Embree and Dave DeHoag, work together to schedule delivery to the training facilities.

Because there are no local refineries in the region supporting the Defense Department and other contract specifics can differ from year to year, "award patterns can be quite elaborate," explained Lee Oppenheim, AMW's deputy commander.

"The supply pipeline is different in each case, and timing is everything, so

Two F-16 Aggressors playing the role of hostile forces fly in formation over Eielson Air Force Base, Alaska, as part of Red Flag-Alaska. DLA Energy Americas West makes sure fuel requirements for the exercise are met.

— Photo by Air Force Senior Airman Willard E. Grande II

planning begins at about 60 days prior to the start of an exercise,” Oppenheim said.

JP8 aviation jet fuel is the primary fuel used throughout the training programs, and not just for air operations, he said. The team places orders with suppliers using current contracts, then a local quality assurance representative inspects and assures both the quality and quantity of fuel purchased.

Nellis Air Force Base, Nev., one of the bases served by DLA Energy Americas West, has more than 12,000 square miles of airspace and 2.9 million acres of land. With 1,900 possible targets, realistic threat systems and an opposing enemy force that cannot be replicated anywhere else in the world, Nellis provides combat air forces with the ability to train together in a realistic combat environment.

Red Flag and Green Flag exercises are held there throughout the year to train aircrews from the United States, NATO partners and other allied countries in combat situations.

“The exercises almost pull fuel faster than we can give it to them,” said Bo Swenson, distribution manager. “It’s very challenging, and the trick is to frontload the system with fuel because these exercises use more fuel in one day than most commercial airports do,” he explained.

During Red Flag exercises, the base consumes 6,000 to 8,000 barrels of fuel per day. To ensure adequate stock for the exercise, the team ensures a supply of fuel is available ahead of time.

JP8 aviation jet fuel is the primary fuel used throughout the training programs, and not just for air operations.



“Just prior to any exercise, Embree works mightily to make sure all the available tankage is full,” AMW Commander Air Force Lt. Col. Tam Gaffney explained.

By fueling the Army’s National Training Center and the support battalion at Fort Irwin, Calif., DLA Energy supports the training of the Army and other U.S. forces. NTC training is often supported by air assets from Nellis, as well.

NTC focuses on the battalion task force and brigade combat team levels to provide “tough, realistic joint and combined arms training,” according to its website. Rotational combat exercises are held throughout the year to support Army, Air Force, Marine, Navy, NATO and allied forces.

During each two-week exercise, Defense Fuel Support Point San Pedro, Calif., ships about 50,000 gallons of fuel to NTC. Quality assurance representatives provide product quality surveillance and take product samples for analysis in order to meet product specifications. They also provide customer support to the Fort Irwin fuel group for issues related to upkeep and maintenance of the fuel distribution system.

Naval Air Station Fallon, Nev., is the only U.S. naval facility where advanced integrated carrier air wing strike training

Four Abrams tanks assigned to 3rd Infantry Division line up on the firing line before a qualifying range at Fort Irwin, Calif. The JP8 aviation jet fuel the tanks operate on is provided by DLA Americas West.

can take place, combining realistic flight training in electronic warfare, air-to-ground, air-to-air weapons delivery, special weapons delivery, and enemy evasion tactics. Military aircrews from the Navy, Air Force, Marine Corps, and Nevada Air National Guard train at NAS Fallon, located 70 miles east of Reno. The Naval Fighter Weapons School, called Top Gun, is also located there, providing strike planning and execution training opportunities in a dynamic, realistic, scenario-driven simulated wartime environment.

Last year, DLA Energy provided about 525,000 gallons of fuel per month to NAS Fallon. This supported all traffic at NAS Fallon, both directly fueling the aircraft for Top Gun training and other aircraft used to transport personnel and material associated with the training exercises.

“We estimate this year’s consumption will increase significantly,” Oppenheim said. “There are, on average, 2,200 refuelings per month performed by the base fuels personnel.”

Gaffney said she is proud of her team’s support to its customers.

“Because the Americas West professionals strictly adhere to detail and maintain superior technical knowledge of the products, we have never purchased off-specification fuels for our customers, and we deliver products to them on time,” she said. 🌟



# I AM DLA

**My name is:**

Heidi Heuser

**I am:**

A DLA Disposition Services logistics management specialist.

**Describe your job in a sentence:**

As a logistics planner in the Contingency Operations Directorate, I provide strategic-level support to DLA Disposition Services' internal and external customers in Iraq, Afghanistan and Kuwait.

**How long have you worked for DLA?**

one year as a logistics planner, four years prior to that as a contractor.

**What is your favorite thing about working for DLA?**

I love knowing that what I do makes a difference to our civilians and military personnel deployed to Iraq, Afghanistan, Kuwait and other contingency locations.

**What is your best memory of working here?**

I volunteered to go to Iraq for 60 days to support our planning efforts there. I had the opportunity to work with other logisticians in real time, in the real place. It was very eye-opening to experience what we ask our deployers to do, and I have a greater appreciation of the mission and how DLA as an enterprise fits into that mission. As a bonus I had the opportunity to meet and work with other wonderful people who are also supporting the mission.

**How do you make a difference to warfighters?**

This is what I do, sometimes in the smallest of ways. It may mean providing information, sometimes it means putting together briefings that capture information and tell a story. Sometimes it means bouncing ideas off of each other to facilitate more meaningful thought. My team works together to solve problems. We come up with plans for how to best support the warfighter. This is what the Contingency Operations Directorate does, and I am happy and proud to be a part of this team.

